

Building a SAFER Fleet

Mitzi Hartman – Director of Safety – McLeod Express

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Step 1 – Most Important of All



DRIVERS ARE MORE LIKELY TO CARE ABOUT THEMSELVES AND THEIR JOB IF WE SHOW THEM WE APPRECIATE THEIR EFFORTS TOWARD SAFETY AND SERVICE AND BY TREATING THEM WITH RESPECT!

Drivers – the most important piece

- Very top thing drivers say about carriers is what?
 - ▣ We lie!
 - Sometimes there is truth in that (inadvertently or not)
 - Things change that are out of our control
 - But mostly – comes from lack of communication, communicating poorly, or drivers don't understand
 - From orientation to any other changes during course of employment
 - Communicate, communicate, communicate
 - ▣ We don't listen!
 - Easy to ignore a driver because of customer demand
 - Just this one favor!

Communicate to All Departments:

- ▣ Safety is number 1 priority & everyone's responsibility
 - Routine safety training to non-driving staff
- ▣ We want our drivers to go home safely to their families
- ▣ We expect safety to be a part of their dialog when speaking to our drivers
- ▣ Injuries can be serious
- ▣ Drivers pay non-driving salaries
- ▣ Customer's pay driver salaries
- ▣ Accidents can make the difference between a good and a bad year
 - Catastrophic events are hard to recover from
 - Physically, emotionally, and financially

How to Be Effective With Drivers?

- Know them by NAME
- Open door policy
- Ask them for suggestions/keep them informed
- Include them in these programs
- Give them the “why” behind the “do”
- Recognize their accomplishments (big or small)
- Establish good competitions (biggest loser, best MPG's)
- Provide attainable incentive programs
- Offer competitive wages & benefits

RESPECT

Orientation Tips

- Let drivers know safety is top priority
- Avoid a “video only” orientation
- Training topics that are an absolute *MUST*
 - ▣ Defensive Driving/Accident Avoidance
 - ▣ Injury Avoidance
 - ▣ CSA
- Design content that allows driver participation
- Develop ways to measure comprehension
- Establish relationships before truck assignment
- Allow time for questions & answers

Policy and Procedures

- Solid company policies and procedures are key!
 - ▣ Written & Signed off on
- Follow them
 - ▣ Be consistent
 - Shows drivers fairness and proves no tolerance
- Review manuals/documentation periodically
 - ▣ Written & signed off on
- Send revisions out as they occur
 - ▣ Communicate new policies well
 - ▣ Written and signed off on

What to Avoid?

- Being inconsistent with discipline and/or praise
- Remembering the bad, forgetting the good
- Expecting the same results from every driver
- Failing to recognize a driver's strong attributes
- Assuming a driver "knows" what to do in every situation
- Not communicating timely to a message/phone call
- Failing to coach/retrain while giving discipline
- Being condescending when training

Step 2....



STRESSED TO THE “MAX”

- ✓ There are not enough hours in a day
- ✓ Always something to do
- ✓ Interruptions are inevitable
- ✓ Financial resources are limited
- ✓ Other departments aren't engaged
- ✓ Staff has personal issues
- ✓ We have personal issues
- ✓ I am Mentally drained
- ✓ And....and.....and.....and.....

Your Fleet Needs YOU!



The first thing we need to examine before we start delving into how we can make really effective safety programs that produce positive results and REALLY MAKE A DIFFERENCE is.....

OURSELVES!

It Takes “Valuable” Time.....



Without applying the appropriate needed time toward our safety programs, we are just spinning our wheels and gaining ZERO ground!

We can travel many miles in a day with our “busyness” and still be going backwards.

Think smarter not harder!

To Be Effective....



Continually putting out fires (being reactive) is NOT the position that will allow us to make headway.

Being a great safety minded person doesn't necessarily mean we are effective! Being able to make/take time to evaluate our progress is vital to our success (and health).

What on Earth Can I Do?

- Find ourselves questioning...
 - Is everyone properly trained?
 - Do I have the WRONG people?
 - Why am I not effective enough?
 - Do I need to hire more staff?
 - Why can't I get ANYTHING accomplished?
 - The numbers don't lie, we are improving, but how is that possible when I am so far behind?
 - I've missed another deadline again?
 - What on earth can I do?

OVERWHELMED

Share Your Knowledge!!

We are full of knowledge:

Our Experiences

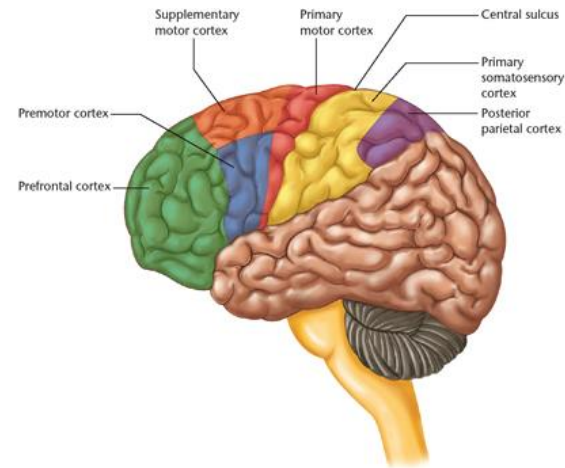
Seminars

Audits

Peers

Mgmt Meetings

Regulations



The only way to increase our “valuable” time is by teaching others what we know! We make our employees more valuable while increasing ours.

Safety Mgr Responsibilities

- ❑ Traditional Structure

- ❑ Safety Director

- ❑ Oversee Safety staff
 - ❑ Loss Runs
 - ❑ CSA Accountability/DOT Audits
 - ❑ Injury Prevention
 - ❑ Accident Prevention
 - ❑ Roadside Performance
 - ❑ Driver Counseling & Discipline
 - ❑ Remedial & Recurring Training
 - ❑ DQ Files/Medical and DL Compliance/MVR's
 - ❑ Driver Appreciation / Safety Awards
 - ❑ Driver phone calls/Motorist complaints

Safety Staff Includes...

- ▣ Senior Claims Specialist
 - ▣ Responsible for all Auto Liab, BI's, Subro's, & OS&D/Cargo Claims
- ▣ Work Comp Specialist
 - ▣ Responsible for all work related injuries, back up for Senior Claims Specialist
- ▣ Compliance Specialist
 - ▣ Responsible for CSA & Equipment compliance
 - ▣ Driver Expirations / Medical Merger
 - ▣ Shop files & DVIR Compliance
- ▣ Log Specialist
 - ▣ Auditing logs
 - ▣ analyzing reports
 - ▣ driver coaching

Create A New Safety Structure

- ❑ Safety Teams Specialists
 - ❑ Responsible for a division of drivers
 - ❑ Based on Dispatch Manager and/or Customer
 - ❑ Driver has 2 main resources – DM & STS
 - ❑ Handles all safety needs from A-Z
 - ❑ Accidents (including campaigns)
 - ❑ Injuries (including campaigns)
 - ❑ Loss Run Reports (their division)
 - ❑ Compliance (roadsides, MVR's, physicals, randoms)
 - ❑ Driver Coaching / Discipline up to final written
 - ❑ 90-95 % all driver calls
 - ❑ Portion of orientation
 - ❑ Driver Bonuses
- ❑ Log Compliance – Job remains the same

Benefits

- Safety Director
 - Call volume decreased
 - 75% less calls = more time to prioritize
 - Work load shifted to better utilize time
 - Again, creates more time to develop new ideas
- Analysis by Division
 - Trends identified within divisions quicker
 - Understand risks/problems quicker
 - Training/coaching / campaigns more specific
- Helps identify weak players or additional training needs
 - Even playing ground, measured against peers

Benefits Cont'd

- Cross training is automatic
 - ▣ Each STS knows how to handle all issues
 - ▣ 3 deep in our case (ownership established)
 - ▣ Train each other as new issues arise
 - ▣ All had their own expertise which helped with the initial crossover training
 - ▣ Employee time off
 - ▣ Drivers have 2 other resources who KNOW
 - ▣ Drivers are confident, knowing they have an STS
 - ▣ Employee can leave without coming back overwhelmed
 - ▣ Creates a better team environment
 - ▣ Diminishes “I do more than X person”
 - ▣ Have each other’s back

No Pain...No Gain!

- Initial start up
 - ▣ Training takes time!!!
 - Some learn faster than others
 - Don't rush training
 - Have goals set ahead of time – but be flexible
 - Utilize the skill sets that your existing employees already have
 - Positive reinforcement for those that may get frustrated
 - Make a timeline of training goals & stick to it
 - Stagger work hours for more safety/claims coverage
- Help gain confidence within your fleet
 - ▣ Direct drivers to their safety team specialist
 - Reiterate that you have confidence in their STS
 - Empower STS's so they don't ask on every small issue
 - Monitor their decisions
 - Be involved in the major events

Workflow & Measurement

- Make sure STS's have similar work loads (# of drivers)
- Create deadlines
 - ▣ Examples..
 - ▣ Physicals & DL expirations *MUST* be done 30 days ahead of time
 - ▣ Last week's claims need to be up to date no later than....
 - ▣ Hold STS's accountable for their fleets – your fleet had x incidents
- Reports
 - Establish reports that help measure their success
 - Have weekly meetings one on one with STS to discuss good behaviors and improvements needed
 - Show them how they are doing – don't assume life is good!

Outside Perspective Needed

- ❑ Dispatch Managers
 - ❑ The DM's and the STS's *MUST* have a great working relationship
 - ❑ Team building is critical
 - ❑ STS's need to be educated on logistics
 - ❑ DM's need to understand safety is top priority
- ❑ Shop Personnel
 - ❑ Have them explain a repair order
- ❑ Our Insurance Company
 - ❑ Root Cause Analysis training with our group
 - ❑ Monthly safety topics
 - ❑ STS Safety workshops

Be Prepared For Minor Mistakes

- ❑ Cover the critical things FIRST to avoid major ones!
 - ❑ Taking control of the scene of an accident
 - ❑ How to handle driver – hands on as they occur
 - ❑ Importance of pictures at a scene
 - ❑ What constitutes a DOT Reportable
 - ❑ When D&A testing is required
 - ❑ Explain why proper claim handling is important
 - ❑ Cost, litigation, etc.
 - ❑ Educate on CSA and it's impact
 - ❑ Be available for all questions
 - ✓ Create cheat sheets for quick reference

Positive Reinforcement

- ✓ Tell employees when they are doing well
- ✓ Coach them on things they need to improve upon before they become bigger issues
- ✓ Let them know minor mistakes are learning tools
 - ✓ Repeat mistakes are problems
- ✓ Buy lunch for positive results or meeting deadlines
- ✓ Recognize them in front of their peers
- ✓ Don't forget to say "Thank You"
- ✓ Be a good example they can imitate!

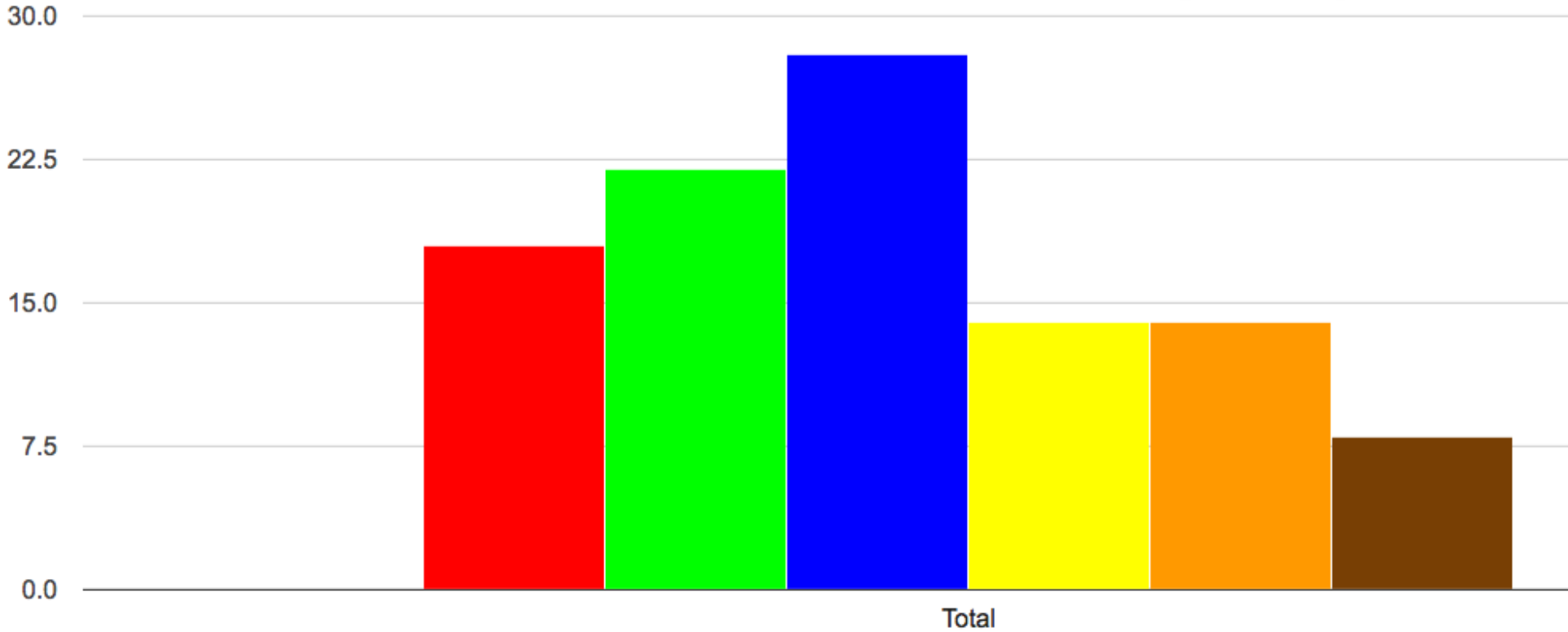
Step 3



M&M's By Color



TELL THE STORY



Show What is Impacting \$'s

- We often want to “talk” our way into getting upper management buy in
- Talk is cheap – Safety Programs aren’t...up front
 - We must do our homework and be able to show the likelihood of ROI.
- Compile data
 - Data must be accurate
 - Compare data with previous performance
- Show both improvements & deficiencies
 - Showing only what is “going well” doesn’t fix the bad!
 - We DO NOT cause it, but need to control it!! Hiding behind it = failure.

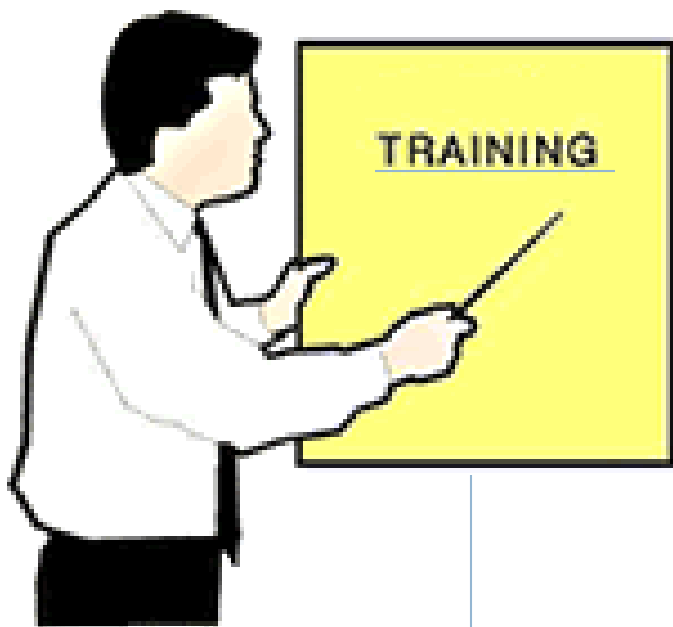
Same Data, Different Layers

- ✓ By division
- ✓ By cause factor
- ✓ By truck or trailer type
- ✓ By day of week
- ✓ By dispatch manager
- ✓ By driver (looking for multiple by same guy)
- ✓ By cost
- ✓ By customer

Reporting Data

- Using graphs, charts, and spreadsheets are quick ways to tell your story
 - ▣ Accuracy is critical, fancy layout is not
 - Spend your “valuable” time analyzing the data before submission, more so than presentation (that will come)
- Not only share these reports with upper mgmt but share the accomplishments or needs to your staff and other departments who are aiding in either.
 - ▣ They need to see their efforts at work
 - ▣ They need to know where to step up awareness
 - ▣ Safety is everyone’s responsibility

Step 4



EMPLOYEE TRIFECTA



The Technology



Recurring or Remedial

Determine the Solution

- Safety Campaign
- Technology
- Tracking devices
- Equipment Modifications
- Training
 - ▣ Video
 - ▣ Hands on Training
 - ▣ Remedial / Recurring
- Short Term Incentive Plan
- New route/plan

Do Your Homework

- Don't be afraid to ask vendors for references
 - A company similar in nature to your own
 - Ask questions
 - Start up
 - Complications
 - Driver feedback, etc.
 - Positive impacts
- Insist on a trial period (60-90 days)
- Get employee/driver feedback
 - Ease of installation, ease of use
- Reach out to your insurance company for help \$\$

Communicate the Solution

- Make the selected solution well known
 - ▣ Not only to the fleet, but to entire company
 - Educate all who touch drivers daily
 - Give certificates to employees for training completed
 - Shows appreciation
 - Let's them know they can be a part of the solution
 - ▣ Recognize those trained via newsletter
 - ▣ Report on success / feedback given

Step 5: Report the Outcome

- Determine if the selected solution work?
 - ▣ How is it measured?
 - ▣ Decrease in cost/frequency?
 - ▣ CSA improvement?
- Compare your beginning reports to current reports
 - ▣ Sometimes results are not seen immediately (target)
- Share with vendors problems noticed
 - ▣ Potential incorrect settings, etc?
- Communicate results back to mgmt and others who helped with the solution.

Conclusion

- ❑ Identify ways to help promote safety in your fleet
- ❑ Look at ways to add “valuable time” to your day
- ❑ Analyze data to find areas needing attention
- ❑ Implement solutions
- ❑ Revisit data to make sure you have made the impact you expected
- ❑ While using drivers to help you accomplish your safety goals.

Thank you for your time!



Any
Questions/Concerns/Comments?